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MEMORANDUM

RE. : Professional Administrative Officer Program

Reference: Office of Training Memorandum dated 17 October 1951

It is generally recognized that CIA needs good administration to function properly in the intelligence field. It is also felt that administrative officers, where they know little or nothing about intelligence, either interfere with getting the work out or develop misconceived policies. Any training program designed to improve administration should be directed towards developing better understanding of the inter-relationship between operations and administration.

There are at least two distinct types of administrative training programs which might raise the level of administrative competence in CIA - one for Office administration staffs, the other for supervisors on the division level and below. The first would be devoted to the training of people recruited outside the Agency in the technical details of administration - the so-called "housekeeping functions" such as budget analysis, preparations of reports, etc. The second type would involve training supervisors and operational assistants already on the job in the more general techniques, problems and principles of administration so that better quality and efficiency would be attained on the division, branch and sections levels.

To train people in the specifics of administration and then place them as administrative assistants in the divisions and branches of an Office might serve to widen the rift between administrative officers and those concerned with daily operations, i.e., analyzing and turning out intelligence. In practice, operations and administration can not be separated. Personnel knowing nothing about the subject matter with which their shop dealt would first have to be trained in the intricacies involved in the specific functions of the shop. Otherwise, their special administrative skills would be working out of context, and hence either valueless or disruptive.

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It would perhaps be more useful to pick out operating personnel who demonstrate a bent for administration as well as technical excellence and make them supervisors and operational assistants at the various levels up to Ass't.

O/TR could then organize periodic lectures and carefully controlled discussion groups with the supervisors in each office in order to give them a broad survey of supervisory techniques and principles, e.g., how to get the best quality and quantity of work possible while maintaining at the same time a high level of morale and harmony amongst their personnel. A program of this sort would make experienced personnel available for training in administration without upsetting production schedules, and the shop would benefit by having supervisors

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and assistant chiefs who knew both operational and administrative procedures and problems instead of only one specialty.

A limited number of people recruited from the outside could be trained in technicalities of administration in another program. They would then be placed at the disposition of each Office, and could assist supervisors in the fine points of administration when necessary.

The program for administrative experts would probably have to be taught by personnel from the various staffs specializing in such matters. The lecture-discussion program for supervisors should be run by old hands who have operated with obvious success or by others who have taught administration and also work or have worked for the government. For example, members of the American Society for Public Administration, hundreds of whom are scattered through CIA and the IAC agencies alone, could be utilized. In addition, various types of pamphlets, reading lists, brochures, etc. concerning administration at all levels can be obtained from the Public Administration Clearing House office in Washington, and these could occasionally be distributed to supervisors to serve as guides and reminders.

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